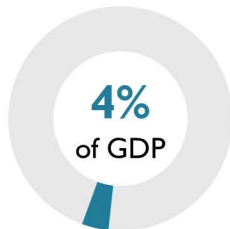


# PILOT TESTING OF THE TOOLKIT TO ADDRESS GENDER-BASED VIOLENCE IN AGRICULTURE AND MARKET SYSTEMS DEVELOPMENT: LEARNING BRIEF

## THE COST OF GENDER-BASED VIOLENCE IN AGRICULTURE

Gender-based violence could be costing some countries up to...



... more than 2x what most governments spend on education

In some countries...



... of GDP comes from agriculture

When applied, that could mean each year up to...



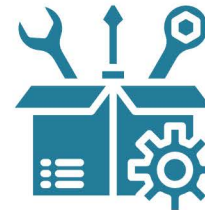
... is lost just from gender-based violence in agriculture



Project Ag Technical Staff Member

What am I expected to do about it?  
What can I do?

**Feed the Future Advancing Women's Empowerment (AWE) Toolkit to Address Gender-based Violence in Agriculture**



(Chmielewski and Alnouri 2018)

## INTRODUCTION: WHY ADDRESS GBV IN AGRICULTURE & MARKET SYSTEMS

A key hindrance to achieving an inclusive market system that works for all, especially for often marginalized groups like women, is the existence of gender-based violence (GBV). GBV refers to “any harmful threat or act directed at an individual or group based on actual or perceived biological sex, gender identity and/or expression, sexual orientation, and/or lack of adherence to varying socially constructed norms around masculinity and femininity” (USAID 2016).

GBV, in any form, is a violation of basic human rights. GBV takes many forms that are relevant to agriculture and market systems development (MSD), such as emotional and psychological assault, physical violence, sexual violence—including sexual exploitation, abuse, and harassment—and economic violence (See Exhibit 1). In particular, economic violence (denial of resources, opportunities, or services) is a growing area of importance for agriculture and MSD programs (FAO 2018).

GBV, in all its forms, has a range of negative impacts on the livelihood, health, and well-being of individuals and their families. There are both strong moral and ethical reasons and a compelling business case for addressing GBV in the private sector, which are strongly interlinked: GBV not only negatively affects the health and well-being of those who experience it, it also reduces agricultural productivity, workplace and worker productivity, and workforce readiness, as well as market competitiveness, stability, and

resilience. Rough estimates suggest that GBV in agriculture could be costing some countries up to 2 percent of their gross domestic product (Chmielewski and Alnouri 2018). According to recent studies from the International Finance Corporation, private sector entity “staff may lose around 10 workdays per year due to domestic and sexual violence, including four days to presentism, two to absenteeism, and four to assisting others experiencing domestic and sexual violence” (IFC 2020).

Exhibit 1. Types of GBV prioritized in the Advancing Women’s Empowerment in Agriculture GBV in Ag Toolkit (based on FAO 2018)



See Annex for definitions of each type of GBV prioritized in the GBV in Ag Toolkit.

## OVERVIEW OF AWE & THE GBV IN AG TOOLKIT

The USAID Feed the Future [Advancing Women’s Empowerment \(AWE\) Program](#) aims to enhance agriculture programming by increasing the meaningful engagement of women, improving women’s returns from agricultural activities and improving women’s empowerment. AWE promotes a cycle of learning by capturing technical best practices, generating practical resources for gender equality and women’s empowerment, developing practitioners’ capacity, and widely sharing information and resources developed through their work. AWE is implemented by EnCompass LLC with core partners ACDI/VOCA, MarketShare Associates (MSA), and FHI360.

AWE developed and piloted the [Toolkit to Address Gender-based Violence in Agriculture and Market Systems Development](#) (GBV in Ag Toolkit) and an accompanying user’s guide.

The GBV in Ag Toolkit was developed for two primary audiences:

- **Implementing partner agriculture and MSD technical staff** focused on developing and implementing food security, agriculture, and MSD programming
- **Gender equality and social inclusion (GESI) advisors** dedicated to providing technical assistance to technical teams on agriculture and MSD projects

The GBV in Ag Toolkit aims to make it easier for technical staff and GESI advisors to identify how and where GBV intersects with agriculture and MSD programming. It supports them in thinking through entry points to integrate GBV prevention, mitigation, and response into project activities. The GBV in Ag Toolkit includes context and background on GBV specifically tailored to this primary audience. It contains “how-to” steps and tools to integrate GBV and respond to survivors, and practical worksheets and tools for planning, safety mapping, prioritizing actions, developing referral networks, and other activities to address GBV (see Exhibit 2).

Exhibit 2. The GBV in Ag Toolkit components

<b>GBV in Ag Toolkit Content</b>	<b>Section</b>
Get answers to basic questions about GBV and guidance on where to look for them in the GBV in Ag Toolkit	User's Guide
<b>Part One: Seeing the Links</b>	
Links between GBV and agriculture/MSD, e.g., across market system levels and along different value chain nodes	Chapter II <i>Annex 1</i>
Principles and pathways for addressing GBV in agriculture and market systems	Chapter III
Project actions and examples to address GBV in agriculture and market systems	Chapter IV
<b>Part Two: How to Integrate GBV in Agriculture/MSD Projects</b>	
Steps and tools to integrate GBV across the project life cycle	Chapter V
<ul style="list-style-type: none"> <li>• Entry points across the project life cycle</li> <li>• GBV assessment</li> <li>• Design and prioritizing issues and actions on GBV</li> <li>• Implementation</li> <li>• MEL and more</li> </ul>	<i>Annex 2</i> <i>Annex 3 &amp; 4</i> <i>Annex 5 &amp; 6</i>
Encountering GBV in the Field: Responding to Survivors	Chapter VI
<ul style="list-style-type: none"> <li>• How to interact with survivors</li> <li>• How to develop a community-tailored referral list</li> </ul>	<i>Annex 7</i> <i>Annex 8</i>

## THE PILOT TEST CASE

From the design stage, USAID and AWE recognized that simply producing the GBV in Ag Toolkit would not necessarily lead to its use. AWE built in a pilot phase to the toolkit's development to understand how useful the toolkit is to target users and how it may be improved before publishing it for use by USAID implementing partners and other agriculture and MSD implementers globally.

The USAID/Uganda Feed the Future Inclusive Agricultural Markets (IAM) Activity was selected to pilot the GBV in Ag Toolkit. IAM is a five-year activity implemented by DAI Global Inc. with MSA and TechnoServe. The Activity seeks to increase incomes and improve the livelihoods of households through agriculture-led, inclusive economic growth in 38 zone-of-influence districts in Uganda. Inclusion is at the center of IAM's interventions. The Activity aims to empower women by facilitating investment in inclusive business models that intentionally seek to increase women's leadership in business, improve workplace equity, engage more women in supply chains, and target women as customers of agri-inputs

and services needed to increase productivity and improve household livelihoods.

IAM was selected to pilot the GBV in Ag Toolkit for several reasons:

- Uganda is a USAID priority country in which to address GBV, according to the 2016 U.S. Strategy to Prevent and Respond to GBV Globally
- The IAM team was willing to participate in the pilot because of their existing engagement with AWE consortium member and pilot lead, MSA
- IAM demonstrated an existing commitment to GBV, having prioritized addressing GBV as necessary to empower women in agricultural market systems and had already planned to conduct a GBV assessment in 2022, coinciding with the end of the pilot period

IAM piloted the GBV in Ag Toolkit with their technical team for nine months, from May 2021 to January 2022. IAM field staff who participated in the pilot included the Gender, Youth, and Social Inclusion

(GEYSI) Advisor, Partnership Intervention Managers (PIMs), the Chief of Party and Deputy Chief of Party, Learning, MSD, and Monitoring, Evaluation, and Learning (MEL) Advisors, and human resources, administrative, and communications staff. Each staff member played a key role in rolling out and mainstreaming the GBV approach internally and with partners (see Exhibit 3).

Ten IAM staff members were selected as GBV Champions to dedicate 10 percent of their time annually to assist other IAM staff in applying the toolkit with partners, which is equivalent to 2,080 hours, or one full-time staff position per year. IAM also budgeted for a GBV assessment and allocated resources within partnership agreements to address GBV risks.

AWE consortium partner MSA implemented pilot testing while also serving as a subcontractor on the IAM Activity. This dual role benefited the pilot testing because it allowed it to leverage existing MSA staff relationships between AWE and IAM. AWE program staff, including a Pilot Technical Lead, the AWE MEL Manager, and the GBV Technical Lead who authored the GBV in Ag Toolkit invested 50 hours of remote technical assistance, funded by AWE, in training the IAM team on the toolkit. Within the IAM team, piloting was led by the IAM GEYSI Advisor, with support from MSA headquarters, who dedicated about 65 person hours to coaching and training on the GBV in Ag Toolkit, with IAM funding.

Exhibit 3. IAM team and GBV Pilot roles

	<p><b>GEYSI Advisor</b> Leads on GBV, gender, and social inclusion activities; spearheads pilot from IAM side</p>
	<p><b>Chief of Party and Deputy Chief of Party</b> Overall program leadership; key to receiving buy-in and mandate on pushing forward GBV initiatives</p>
	<p><b>MSD Advisor and MEL Advisor/Officer</b> Experts on MSD and MEL strategies; important staff to include GBV considerations in overall MSD approach and MEL activities/indicators</p>
	<p><b>Partnership Intervention Managers (PIMs) and Team</b> Lead on engagement with private-sector partners; key staff to spot GBV in communities and activities and to engage partners in mitigation and prevention</p>
	<p><b>Learning Advisor</b> Leads on learning activities, including mainstreaming a GBV lens and planning learning activities on GBV</p>
	<p><b>HR and Admin Manager</b> Manage IAM's internal HR and administration; key to mainstreaming GBV awareness within IAM team, e.g., internal harrasment policies and gender training</p>

Exhibit 4. The IAM team



## A PILOT METHODOLOGY BASED ON THE USER JOURNEY

After introducing the GBV in Ag Toolkit to the IAM staff, AWE anticipated that the process of piloting the toolkit would take time. Therefore, AWE created a “user journey” (see Exhibit 5) that guided our assessment of progress from the June 2021 baseline to September 2021 mid-line to January 2022 end-line.

Exhibit 5. Pilot user journey



## LESSONS LEARNED DURING PILOT TESTING

Several key lessons and recommendations emerged from the piloting process:

Exhibit 6. Lessons learned and recommendations from GBV in Ag Toolkit pilot

LESSONS	RECOMMENDATIONS
<p><b>Lesson 1:</b> More than half of pilot participants had never used any tool or resource to address GBV before being introduced to the GBV in Ag Toolkit, although all participants had witnessed GBV in or outside of their work.</p>	<p>Employ a <b>practically focused and contextualized learning process</b> to introduce the GBV in Ag Toolkit, grounding concrete discussions in specific value chains and local conditions that the project works in.</p>
<p><b>Lesson 2:</b> Practical uptake of the GBV in Ag Toolkit requires substantial time and training beyond an initial orientation and dissemination of documents.</p>	<p>Hold introductory workshops over an extended period of time to allow staff to digest information. Allocate time and resources to <b>coach participants</b> in unpacking novel concepts about GBV and gender and make them relevant to their work.</p>
<p><b>Lesson 3:</b> Introductory and “deep dive” sessions on the GBV in Ag Toolkit over an extended period of time allowed project staff to better consider and digest the information.</p>	<p>Provide <b>facilitation guidance</b> to connect GBV outcomes to the project theory of change or results framework.</p>
<p><b>Lesson 4:</b> An institutionalized response, allowing staff to collectively address GBV, encouraged and supported technical staff to reference the GBV in Ag Toolkit in their work.</p>	<p>Ensure that leadership sets a clear mandate that makes GBV response a project priority. Select <b>key influencers</b> to champion GBV response and allocate appropriate time and resources for this role.</p>
<p><b>Lesson 5:</b> The GBV in Ag Toolkit guidance and tools have been practically applied and may serve as a use case for future toolkit users.</p>	<p>Reference <b>use cases</b> that have been embedded in the toolkit from other projects and continue to <b>capture and share</b> use cases from projects applying the toolkit.</p>
<p><b>Lesson 6:</b> Incorporation of the GBV in Ag Toolkit into program work planning and assessments helped foster learning with partners and within the project team.</p>	<p>Encourage staff and partners to use the <b>worksheets and resources in the annexes</b>, referencing relevant content in the toolkit (like Annex 8 referral lists and pathway maps that enable staff and partners to connect GBV survivors with appropriate government entities and NGOs).</p>
<p><b>Lesson 7:</b> Adaptations can further enhance the GBV in Ag Toolkit’s relevance and usefulness, especially when driven by a core dedicated group of GBV Champions.</p>	<p>Adapt resources like the user guide, annexed worksheets, or a proposed pocket guide in local language to <b>user needs and the local context</b>.</p>
<p><b>Lesson 8:</b> Through referrals, users have promoted wider awareness of the GBV in Ag Toolkit and other relevant resources.</p>	<p>Track who the GBV in Ag Toolkit is <b>recommended to</b> and why, where possible, to improve effective usage.</p>



## Lessons 1 & 2: Awareness

The first stage of the pilot user journey generated **awareness** of the GBV in Ag Toolkit among IAM Activity staff. AWE conducted a baseline survey, introductory training sessions, and a deep dive session to understand IAM staff members' familiarity with the content of the GBV in Ag Toolkit and the perceived relevance to IAM's work.

### **Lesson 1: More than half of pilot participants had never used any tool or resource to address GBV before being introduced to the GBV in Ag Toolkit.**

A baseline survey indicated that half of the IAM staff had not yet used tools to address GBV in their work, although they had all witnessed GBV, whether in the context of their work or outside it. Most were familiar with physical violence, but were less likely to consider emotional, psychological, and economic abuse as forms of "violence." See the annex for charts that quantify staff responses.

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*"The Toolkit was timely, as we were entering our planning phase and wanted to tackle [gender, youth, and social inclusion], and so we didn't have to reinvent the wheel; everything had been done for us. Overall, it's applicable, user friendly, and the information is very clear." – GEYSI advisor*

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### **Lesson 2: Practical uptake of the GBV in Ag Toolkit requires substantial time and training beyond an initial orientation and dissemination of documents.**

AWE program staff conducted introductory training on the toolkit from June through August 2021. While the IAM team found the GBV in Ag Toolkit and accompanying user guide easy to follow, the team required additional time and training to understand GBV concepts that were new to them, as well as the business case for addressing GBV in their work. The nuances of GBV and its connection to economic activities and project activities were novel for IAM agriculture and MSD specialists. The IAM team

reported requiring continued coaching and check-ins with the IAM GEYSI Advisor over the course of the pilot to fully digest and understand the GBV in Ag Toolkit.

#### **Common questions from participants during pilot support activities\***

These questions highlight what agriculture/MSD technical staff find most urgent to know and grapple with when reflecting on applying the GBV in Ag Toolkit:

- Given the complexity of GBV and the many related issues, including social norms, where do we even start?
- How do we (in particular) ensure that project activities do not exacerbate GBV?
- We understand GBV is rooted in social norms and "culture"—can we really tackle this?
- Can we have refresher training on the content included in the toolkit?

*\*Includes training sessions (June, July, and August 2021), a deep dive session (September 2021), and survey responses*

Like most complex subjects, uptake of the GBV in Ag Toolkit required time for absorbing content, an ongoing conversation within the team, and strong facilitators who could create a safe space for learning. Ultimately, upfront, one-off trainings did not lead to uptake and changes in behavior. Instead, real-time, practical, and ongoing support was most supportive to staff to absorb and implement the new content.



## Lesson 3: Consideration

The second stage of the pilot user journey encouraged project staff to consider applying the GBV in Ag Toolkit in their work.

**Lesson 3: Introductory and “deep dive” sessions on the GBV in Ag Toolkit over an extended period of time allowed project staff to better consider and digest the information.**

To increase **consideration** of using the toolkit after conducting the initial training, the IAM GEYSI Advisor and AWE program staff held a deep dive session with IAM staff in September 2021 to discuss GBV risks in IAM’s three technical areas: input distribution and agribusiness services, business advisory and financial services, and value addition and quality food trade.

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*“The training on the GBV [in Ag] Toolkit has taught us that sensitivity to GBV aspects serve as enablers in mitigating and preventing unforeseen threats to promoted market performance improvements.” – IAM project staff member*

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In breakout groups, participants considered specific tools and identified GBV program risks by value chain node and entry points for integrating GBV across the agriculture and MSD project life cycle (see Annexes 1, 2, and 3 in the GBV in Ag Toolkit). After

workshopping these topics, ad hoc sessions were held with IAM staff: by AWE program staff with the IAM GEYSI Advisor, and the IAM GEYSI Advisor with IAM staff. Following this exercise, and after gaining a greater familiarity with the toolkit user guide, IAM leadership and technical staff reported the GBV in Ag Toolkit to be practical, comprehensive, and likely to become a “go-to” resource. IAM also recognized the cost savings of using the Ag in GBV Toolkit instead of paying a consultant to create GBV resources, as had been previously planned.

### PIMs and the GBV in Ag Toolkit

Following the deep dive session in September 2021, PIMs began to realize how useful the GBV in Ag Toolkit and annexes could be, not just for IAM but also for local private-sector partners. After reassessing potential applicability, PIMS determined that an introductory session (like the initial one AWE conducted for IAM) would be useful for select partners.



## Lesson 4: Referencing

In the third stage of the pilot user journey, staff began proactively finding and **referencing** relevant sections and annexes of the toolkit to apply in their work.

**Lesson 4: An institutionalized response, allowing staff to collectively address GBV, encouraged and supported technical staff to reference the GBV in Ag Toolkit in their work.**

Agricultural technical staff may not clearly understand, by default, the relevance of mainstreaming a GBV lens in agriculture and MSD activities and associated resource constraints. Recognizing these challenges, the IAM GEYSI Advisor,

Chief of Party, and Deputy Chief of Party formed a core dedicated group of GBV Champions. A clear mandate from project leadership for addressing GBV as a key priority helped sustain their work. Each champion was approved by leadership to dedicate 10 percent of their work schedule to support the rollout of the GBV in Ag Toolkit with IAM’s local private-sector partners and other key influencing stakeholders. Additionally, IAM’s Year 3 USAID-approved work plan budget includes resources to

conduct an assessment, using guidance from the toolkit, to help develop a business case for agribusinesses to tackle GBV. The assessment will also support a specific GBV risk mitigation and/or a response plan for IAM and its local partners.

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*“The GBV [in Ag] Toolkit material is really good and comprehensive but we need support to implement this on a regular basis. This is the missing link. We have awareness but we need traction geared towards GBV prevention in our ongoing activities. We need more support to make it applicable in our work.” – IAM project MEL staff*

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Within the IAM team, GBV Champions served as “references” and “go-to” staff who thoroughly understood the toolkit and its relevance to IAM’s work, and who could help colleagues understand and use it. GBV Champions met monthly to address emerging programmatic and administrative GBV and GEYSI issues.

Having found that the toolkit was practical and comprehensive, the IAM team worked through the GBV Champions to implement the toolkit with their local partners during pilot testing. In referencing the GBV in Ag Toolkit in IAM’s December 2021 and January 2022 training sessions with partners, the IAM team also began the “referral” phase of their user journey.



## Lesson 5: Application

In the fourth stage of the user journey, IAM staff **applied** the toolkit in implementation.

### **Lesson 5: The GBV in Ag Toolkit guidance and tools have been practically applied and may serve as a use case for future toolkit users.**

IAM staff used the toolkit and annexes to inform their work on GBV. They valued the technical and practical aspects of the toolkit and used it comprehensively to learn about GBV in market systems (including definitions, types, and where it occurs). The technical sections helped the team plan GBV activities in their annual work plan and informed GBV assessments in value chain nodes and interventions and behavior change campaigns. The toolkit has been an invaluable resource that IAM has used to develop GBV risk mitigation and response plans, safeguarding policies and mitigation plans with partners, and safe and ethical MEL processes to monitor GBV responses. IAM has also adapted the prevent, mitigate, and respond section as a key pathway and guide to integrating GBV into different program streams and work with their partners. The annexes have been particularly useful for their work with partners, and were introduced with AVE program staff support.

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*“The training on the GBV toolkit has taught us the importance on integrating assessments for GBV risk in project assessments and prioritizing activities with less risks at partner level.” – IAM project staff member*

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At the time of writing (March 2022), IAM has applied the following tools and guidance from the GBV in Ag Toolkit:

- *Annex 1. Illustrative GBV Risks for Agriculture and MSD Projects by Value Chain Node*
- *Annex 2. Entry Points for Integrating GBV Response Measures Across the Agriculture and MSD Project Life Cycle*
- *Annex 7. Tip Sheets on Responding to GBV Survivors (IASC 2018)*
- *Annex 8. Worksheet: Collecting Community Information and Developing Referral Lists*
- *Annex 9. Additional Resources (design training and work plans)*



Because IAM is an MSD activity in its third year, the IAM GEYSI Advisor selected the five annexed tools listed above based on their relevance and applicability for IAM's ongoing work with local private-sector partners. Because of limited time during pilot testing, the IAM GEYSI Advisor selected the annexes that could be implemented in a short time and that would have the most impact. All of these were implemented with the support of AWE program staff.

IAM used resources from Annex 9, which focused on GBV and the private sector. The information that focused on GBV and the business case for addressing it, as well as emerging good practices for the private sector, was most relevant for IAM work with private-sector companies.

### Using the GBV in Ag Toolkit to Identify GBV Program Risks by Value Chain Node

Using Annex 1, IAM staff identified risks in the three intervention areas. In the agricultural inputs distribution and agribusiness intervention, recruitment and retention of female staff and agents for retail can be affected by GBV. The time burden economically active women face and the tradeoff of not meeting their family obligations can lead to household tensions; economic and emotional violence from earning income; and negative perceptions of being an "assertive woman." Similarly, in the financial services sector, women taking out loans without disclosing to husbands or without repaying has been linked with domestic violence. Finally, in the value addition and quality food trade intervention, women are at risk of suffering physical and sexual violence on top of exploitation and economic violence. For example, when women work sorting grain or cleaning, their male counterparts and supervisors sexually harass them (verbal and inappropriate touches).

The IAM team also used this group workshopping to brainstorm potential ways to address the likelihood of GBV in each of these issues with IAM partners and the value that addressing these risks could have.

IAM has used the GBV in Ag Toolkit as the basis for planning and designing research tools for a GBV assessment to be completed by June 2022. The GBV in Ag Toolkit has been helpful to IAM in the design of the assessment, specifically with pinpointing areas in agricultural market systems where GBV occurs and how it affects program outcomes. The toolkit has also helped IAM identify the most significant GBV issues within its programming and prioritize actions it

can take within its planned or ongoing activities, drawing on the toolkit's resources.

IAM also plans to use the GBV Mapping Tool (Annex 4B of the toolkit) for an additional project and market systems assessment it will conduct later in 2022.



## Lesson 6: Incorporation

In the fifth stage of the pilot user journey, project staff **incorporated** lessons learned from applying the GBV in Ag Toolkit into changes to their work planning, strategies, and partner engagement.

**Lesson 6: Incorporation of the GBV in Ag Toolkit into project work planning and assessments helped foster learning with partners and within the project team.**

Through the process of incorporating the GBV in Ag Toolkit into their work and work planning, the IAM team began to understand how their activities can potentially trigger GBV and how to leverage their

involvement with actors in the enabling environment to prevent and respond to GBV.

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*"In my interactions with the agro-businesses, we get to know about GBV on the ground. Before..., I didn't know how to handle the issues...[now] I could now speak to the GEYSI advisor about what I was seeing. I saw GBV with our partners and that's why I put them forward [for GBV specific work planning activities]." – IAM project staff*

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For example, the IAM team used the GBV in Ag Toolkit to incorporate GBV actions, including a GBV assessment, into their work plan for the next project year (FY 2022) within the first month of pilot testing. IAM's use of the GBV in Ag Toolkit meant that it didn't need to reinvent the wheel. Project staff have reported that the toolkit has become a "one stop shop" for their GBV response work planning. Over the course of the pilot, more staff members began to use the toolkit's guidelines, worksheets, and resources in their jobs. For example, some project staff took actions to better connect their partners to existing referral systems and GBV response pathways with local government, civil society organizations, and NGOs.

IAM has prioritized integrating explicit GBV risk assessments into a range of upcoming project planning activities. IAM partners are now conducting sensitization on GBV with their extension agents and at the farmer level after receiving training on the toolkit. To date, their work has focused on training extension agents to support farmers and customers to report GBV and follow up on cases. The IAM

GEYSI Advisor is ensuring that all partners have completed a referral pathway map based on guidance from the GBV in Ag Toolkit and are aware of key government and NGO contacts with whom to coordinate in the case that GBV is reported to them.

The pilot also led IAM to prioritize training GBV Champions on survivor-centered approaches from the Inter-Agency Standing Committee GBV Pocket Guide (IASC 2018) referenced and excerpted in Annex 7 of the GBV in Ag Toolkit. IAM has now made this training on survivor-centered approaches mandatory for its staff. From this pilot, project staff have realized that, given the individual, business, and economic costs of GBV, it is the responsibility of MSD practitioners to address GBV from a "do no harm" perspective and increase their ability to achieve program outcomes within this system.

Further incorporating lessons from applying the toolkit, IAM's new GBV Champions rolled out the GBV in Ag Toolkit in activities with stakeholders and selected partners while fostering ongoing, cross-project learning, such as supporting partners to develop a GBV risk mitigation and response plan and safeguarding policies. For instance, IAM partners who work in honey value addition and trade can now explicitly articulate GBV-related challenges and plan ways to overcome them. This was particularly the case with economic violence, which they had not thought of as GBV but rather as a "typical constraint" before the toolkit was shared. Since the training, private-sector partners have made significant changes in their normal operations, such as re-locating the sales office of honey products to ensure safer access for women.



## Lesson 7: Adaptation

In the sixth stage, pilot users **adapted** their future activities to explicitly address GBV.

**Lesson 7: Adaptations can further enhance the GBV in Ag Toolkit's relevance and usefulness, especially when driven by a dedicated core group of GBV Champions.**

By the end of the pilot in the first quarter of 2022, the IAM team had implemented, or planned to implement, several adaptations to their work based on their engagement with the GBV in Ag Toolkit.

For example, the IAM team has discussed creating a pocket guide version of the most relevant toolkit sections translated into the local language, which IAM regional offices could easily print or disseminate via email and WhatsApp messages. Over the course of rolling out activities with select partners, including an introductory training and a deep dive by the IAM GEYSI Advisor, GBV Champions and the IAM team identified sections and annexes of the toolkit that are most relevant for their partners, and the time required to implement each tool. Through this experience, IAM training facilitators not only learned to customize toolkit training to highlight the most relevant sections and annexes, but to also allow ample space for questions and reflections before jumping into technical application. As a result, the IAM team have adapted the length of training sessions with partners to last at least 90 minutes.

The role of GBV Champions has been critical in anchoring and amplifying the adaptations and learning from the GBV in Ag Toolkit. The GBV Champions

established several dedicated avenues for two-way communication, information sharing, and learning on a regular basis, which have been useful for supporting adaptations of the toolkit. For instance, the GBV Champions voted on and agreed to a monthly meeting for the next six months to prioritize learning and actions with partners. Champions also created a WhatsApp channel to share reflections, training updates, and annexes of the toolkit they find useful. WhatsApp provided a convenient, highly interactive and dedicated channel for two-way communication about GBV work, separate from the high volume of emails and other messages that staff receive. GBV Champions also built on their mandate to not only actively engage with the GBV in Ag Toolkit but remain informed about national and international news items and current thinking about GBV. This approach reinforced the core mandate of GBV Champions to not only break down GBV barriers and make gender equality a working reality in IAM's MSD work, but also catalyze change with partners and other market actors.



## Lesson 8: Referral

In the seventh and final stage, pilot users promoted and **referred** others to the GBV in Ag Toolkit.

### **Lesson 8: Through referrals, users have promoted wider awareness of the GBV in Ag Toolkit and other relevant resources.**

During the pilot, IAM quickly saw the benefit of the GBV in Ag Toolkit and organized introductory online sessions with their partners, with support from AWE program staff. IAM also began to participate in opportunities to raise awareness about the relevance of GBV in agriculture and MSD, and what can be done within their wider networks (such as during the 16 Days of Activism Against Gender-Based Violence campaign in November 2021 and International Women's Day 2022). Through these channels, they

have been able to connect and refer other actors—such as the local government and private-sector partners in Karamoja, one of the most marginalized regions in Uganda—to the GBV in Ag Toolkit and other relevant resources.

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*“I liked the way it attempts to dissect our current engagements with businesses to pull out possible areas where GBV can occur and try to deal with it.”*  
– IAM project staff

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## RECOMMENDATIONS FOR FUTURE USERS OF THE GBV IN AG TOOLKIT

Based on the results of the pilot, AWE recommends the following for future users of the GBV in Ag Toolkit:

### AWARENESS

**Hold introductory workshops over an extended period of time to allow staff to digest information:** It is important to allow time to unpack GBV and gender concepts and make them relevant to staff and to make the learning process practical and relevant. The discussion of GBV risks must be contextualized and concretized to the specific value chains and local conditions the project works in. Abstract discussions around social inclusion and GBV can feel hard to pin down and put into practice for agriculture and MSD implementers that do not already have a GBV background, and allowing extra time for this learning process was shown to be beneficial.

**Allocate time and resources:** The GBV in Ag Toolkit is most effectively implemented with time for staff to absorb its contents, an ongoing conversation within the team, and strong facilitators who can create a safe space for teams to learn and engage on this sensitive subject. Ensure time and other resources are available for ongoing technical support beyond an initial training and dissemination of the toolkit and associated tools and resources.

### CONSIDERATION

**Provide facilitation guidance:** To ensure effective facilitation, discuss and plan for implementing the GBV in Ag Toolkit, particularly how various parts of the toolkit may be introduced or how discussions can be facilitated with the team and partners to be most relevant and practical. Using a survivor-centered approach is essential.

**Connect GBV outcomes to the project theory of change or results framework:** Demonstrating the justification for addressing GBV to staff and partners within the context of the project is incredibly important. The IAM team knew that GBV affected outcomes in the agricultural market system, but really appreciated seeing how addressing GBV in intervention design and implementation could help in achieving project outcomes.

### REFERENCING

**Institutionalize how to address GBV in the project:** Selecting key influencers and allocating time to GBV response is imperative. The relevance of mainstreaming a GBV lens in agriculture and MSD activities that do not already have a gender or GBV focus is not immediately obvious. A GBV initiative relying only on the team's intrinsic motivation to "do the right thing" is likely to run up against time, resource, and other constraints. Having a clear mandate from project leadership that makes addressing GBV a priority is key to sustaining the work.

### APPLICATION

**Reference use cases:** To help ground what addressing GBV looks like and what the toolkit does in practice, reference use cases of the toolkit. Capture and share learning from applying the GBV in Ag Toolkit to support other program staff and partners. Agriculture and MSD program implementers do not suddenly become, nor are they expected to become, GBV experts that know what should be done when encountering violence in the field. Referencing use cases reinforces how the GBV in Ag Toolkit may support project teams in this way.

### ADAPTATION

**Adapt to user needs and the local context:** Plan for adaptation and finding ways to make the toolkit more accessible. Adapting to user needs and local contexts will require time, resources, and incorporating feedback into the dissemination process. For example, the use of WhatsApp made it easier for IAM staff to consult with GBV Champions about issues they encountered.

### INCORPORATION

**Encourage staff and partners to use the annexed worksheets and resources and refer back to relevant content in the toolkit:** IAM GBV Champions and staff used Annex 8 to draft a referral list of other organizations already providing services around GBV (such as national and local

helplines, NGOs, shelters and crisis centers, and community-based, informal support systems) so that when GBV occurred, project staff could rely on established referral networks, ultimately supporting staff and partners to connect GBV survivors with appropriate government and NGO support. The toolkit supported IAM in preparing for and responding to GBV appropriately.

## REFERRAL

**Track who the GBV in Ag Toolkit is being recommended to and why, where possible, to improve effective usage:** IAM recommended the GBV in Ag Toolkit to its local partners. By tracking how useful the toolkit is to referees and who they refer it to, the toolkit's usage can be monitored and improved.

## LESSONS LEARNED TO ENHANCE GUIDANCE, USE, AND EFFECTIVENESS OF THE GBV IN AG TOOLKIT

- **Promoting existing practical tools and resources, such as the GBV in Ag Toolkit, can result in cost savings across USAID by avoiding duplication of efforts:** Instead of recreating existing tools, projects can tailor the GBV in Ag Toolkit and build from its existing guidance, tools, and annexed resources in their approach to addressing GBV.
- **Measuring processes and time dedicated to addressing GBV in design, implementation, and adaptation of projects can be more meaningful and practical than measuring GBV incidences directly:** For example, tracking the number or percent of interventions for which GBV risks were assessed and/or addressed in design and implementation of a project could be more telling than collecting data on attitudes around, or incidences of, GBV. Data on processes and time dedicated to addressing GBV are typically within a project's mandate and control (unlike collecting data on the number of GBV incidences reported or discovered and other related data points).
- **Ensuring buy-in from projects to use the GBV in Ag Toolkit and appropriate budgets and milestones, is key:** Addressing GBV in programming requires a long-term investment of staff and dedicated time and budgeted resources to build staff confidence, capacity, and understanding of their roles and responsibilities in addressing GBV.
- **Developing video clips and training materials to support rollout of the GBV in Ag Toolkit may promote use:** Short videos, graphics, and other training or learning materials can be an effective substitute for expert assistance in explaining key concepts and elements of the GBV in Ag Toolkit. They can also support facilitators to conduct initial training sessions independently. Engaging local and national organizations is recommended, as they may provide complementary information that can be used as an additional resource.
- **Clarifying the role of the MEL team in GBV is necessary to effectively monitor:** Clarifying data collection around GBV is key, especially related to assessing GBV in the community. The IAM team questioned what data they should be collecting, who should collect it, and how to collect it sensitively, especially considering the strong social norms that can restrict women's participation in data collection. Ensuring that staff members do not cause harm or further revictimize a GBV survivor is essential.

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## ANNEX A. TYPES OF GBV AND DEFINITIONS

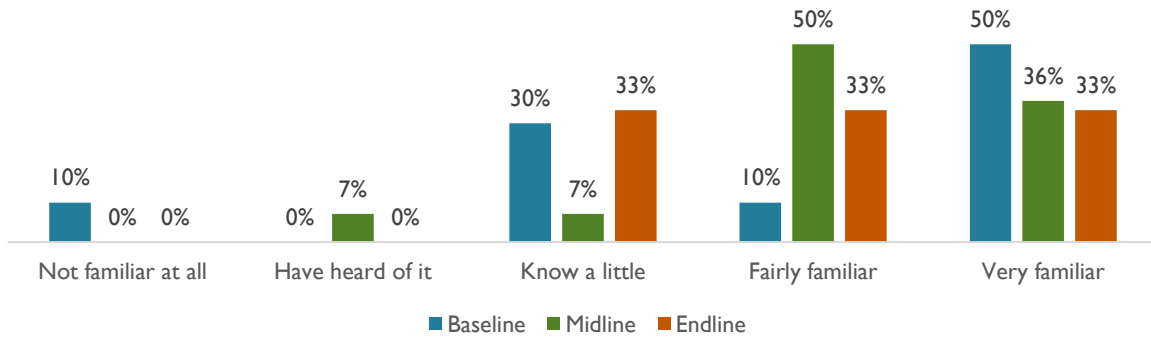
<b>TYPE OF GBV</b>	<b>DEFINITION</b>
<b>Economic violence</b> (Denial of resources, opportunities, or services)	Denial of rightful access to or control over productive and financial resources, livelihood opportunities, information, education, health, or other social services. Examples include preventing a widow from receiving an inheritance, land grabbing, earnings forcibly taken by an intimate partner or family member, and preventing a partner from achieving self-sufficiency and gaining financial independence (NCADV n.d.; GBVIMS 2010).
<b>Emotional and psychological assault</b>	Includes verbal abuse and humiliation, cruel and degrading treatment, and placing restrictions on freedom of movement or behavior, thus causing increased dependency and fear (GBVIMS 2010).
<b>Physical violence</b>	An act of physical violence that is not sexual in nature. Examples include: hitting, slapping, choking, cutting, shoving, burning, shooting or use of any weapons, acid attacks, or any other act that results in pain, discomfort, or injury (GBVIMS 2010).
<b>Sexual violence</b>	Sexual violence takes many forms, including rape and marital rape, sexual slavery and/or trafficking, forced pregnancy, sexual harassment, sexual exploitation and/or abuse (e.g., forced prostitution), sexual slavery and transactional sex (i.e., sex for food) (FAO 2018).
<b>Sexual exploitation and abuse</b>	Sexual exploitation is any actual or attempted abuse by aid workers of a person in a position of relative vulnerability, for sexual purposes, including profiting monetarily, socially, or politically. Sexual abuse is any actual or threatened physical intrusion of a sexual nature, whether by force or under unequal or coercive conditions (USAID 2020).

## ANNEX B. CHARTS AND TABLES OF SURVEY FINDINGS

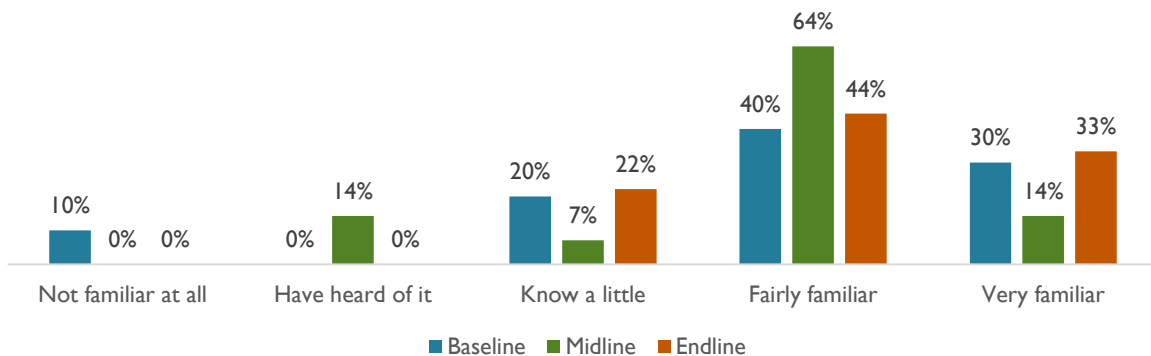
### CHARTS WITH SURVEY FEEDBACK ON FAMILIARITY WITH DIFFERENT TYPES OF GBV

The surveys below were conducted with IAM project staff. The baseline survey included results from 10 respondents; the mid-line from 14 respondents; and the end-line from 9 respondents.

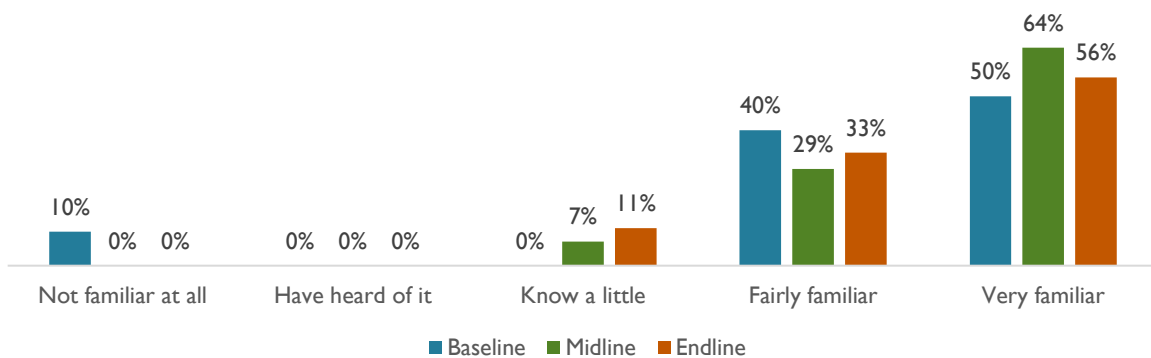
#### Economic Violence Knowledge



#### Emotional & Psychological Violence Knowledge

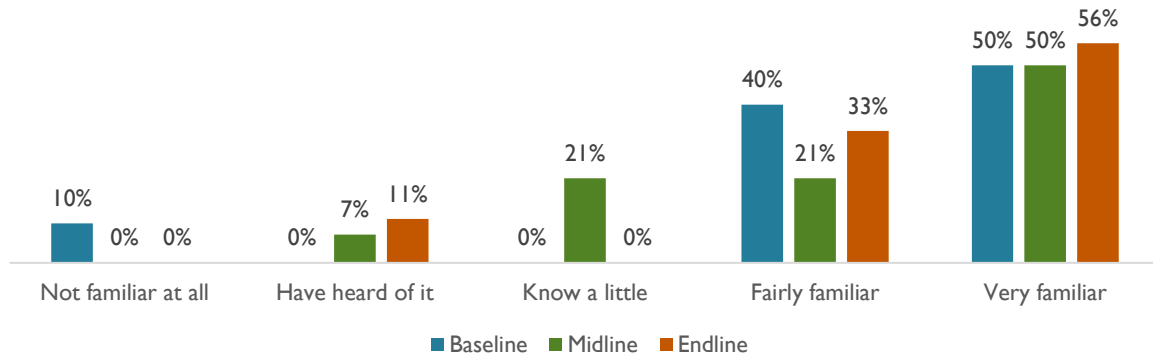


#### Physical Violence Knowledge





## Sexual Violence Knowledge

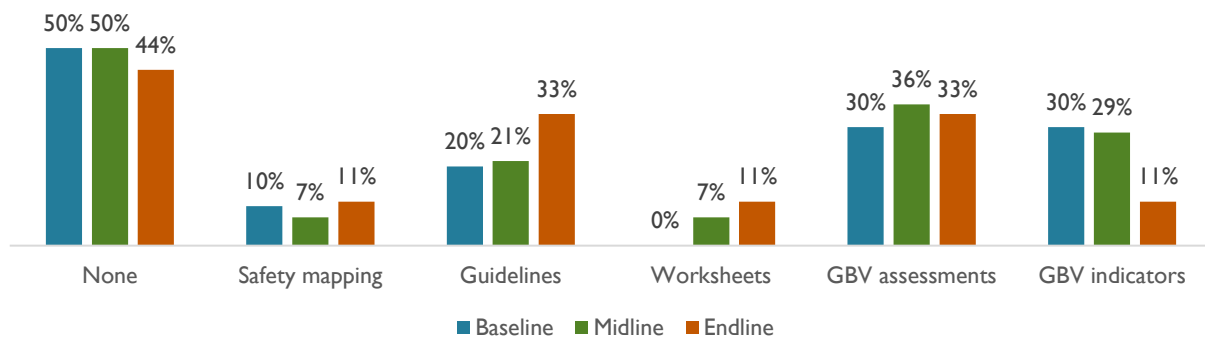


Most of the IAM staff were most familiar with GBV in terms of physical violence. Their knowledge and familiarity with sexual violence, exploitation, or abuse was next most familiar, followed by emotional violence, psychological violence, and economic violence.

At the conclusion of the pilot, the overall shift in knowledge was an increase of 10 percent for all categories except sexual violence.

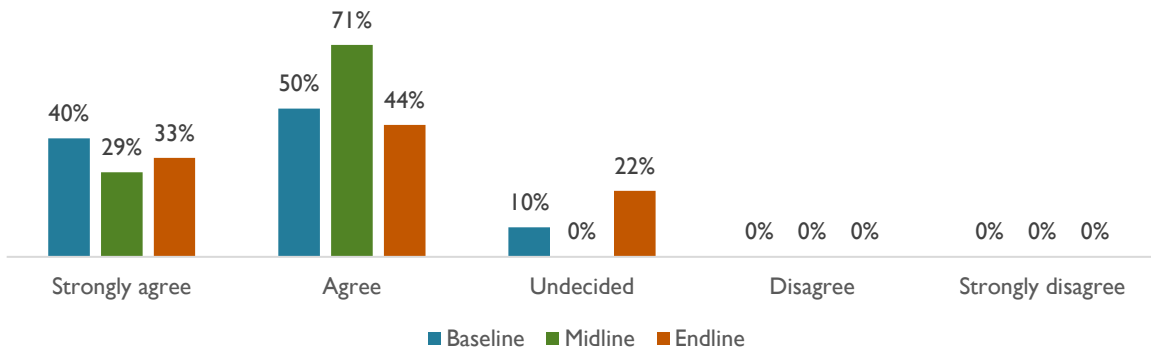
## CHARTS WITH SURVEY FEEDBACK ON PREVIOUSLY USED GBV TOOLS AND PILOT SUPPORT ACTIVITIES

### Staff use of tools to prevent, mitigate, or respond to GBV



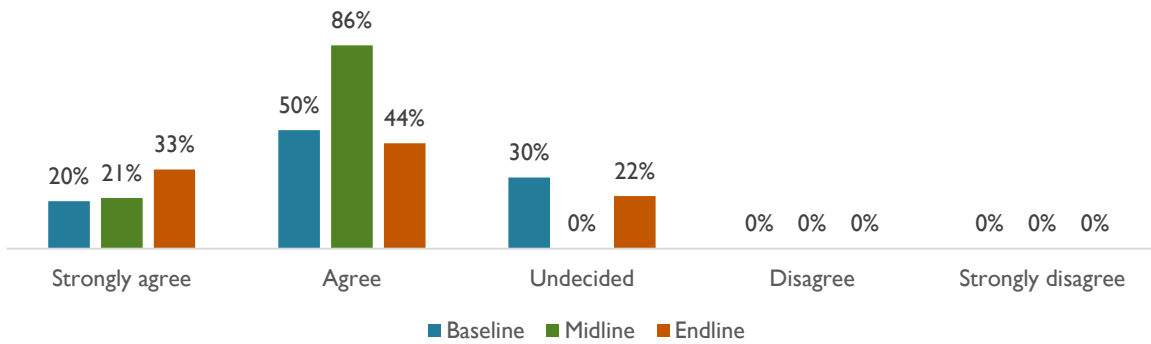
Half of the IAM staff taking the survey at the baseline reported that they do not use any tools to address GBV. Over the course of the pilot, more staff began to use guidelines, worksheets, and the GBV assessment in their jobs.

### Staff feel the pilot was worth the time invested



Overall, IAM staff overwhelmingly agree or strongly agree that the pilot of the GBV in Ag Toolkit was worth their time. The degree to which they felt strongly about their time commitment decreased slightly over the ten months.

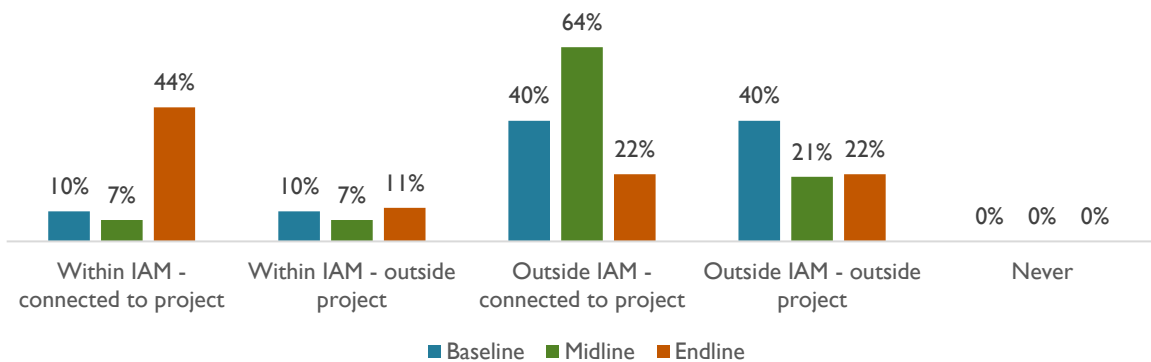
### Staff feel the pilot fit their personal learning style



Overall, IAM staff overwhelmingly agree or strongly agree that the pilot of the GBV in Ag Toolkit and training fit their personal learning style needs. The degree to which they felt strongly about their time commitment vacillated over the ten months.

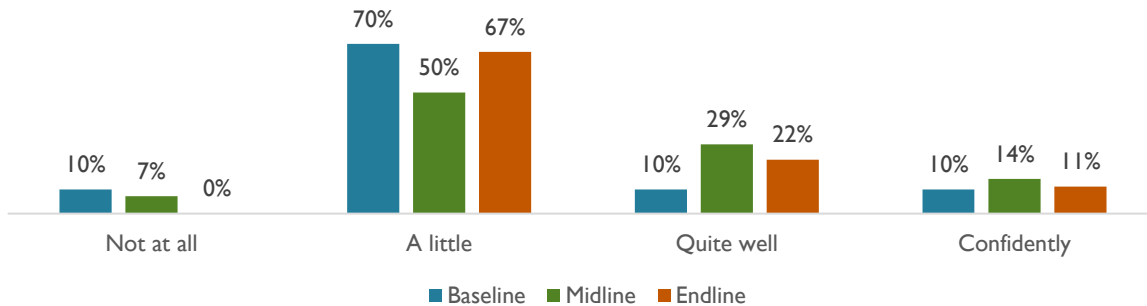
## CHARTS WITH SURVEY FEEDBACK ON WITNESSING AND RESPONDING TO GBV

### Degree to which staff have witnessed GBV



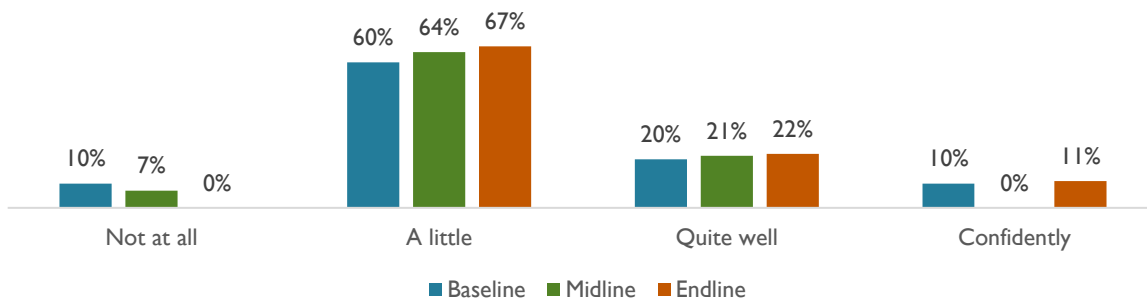
As IAM staff became more familiar with what to look for and how to respond to GBV, it is not surprising that they noticed it more in activities connected with IAM. No one could report that they had never witnessed GBV.

### Degree to which staff would know what to do when GBV appears



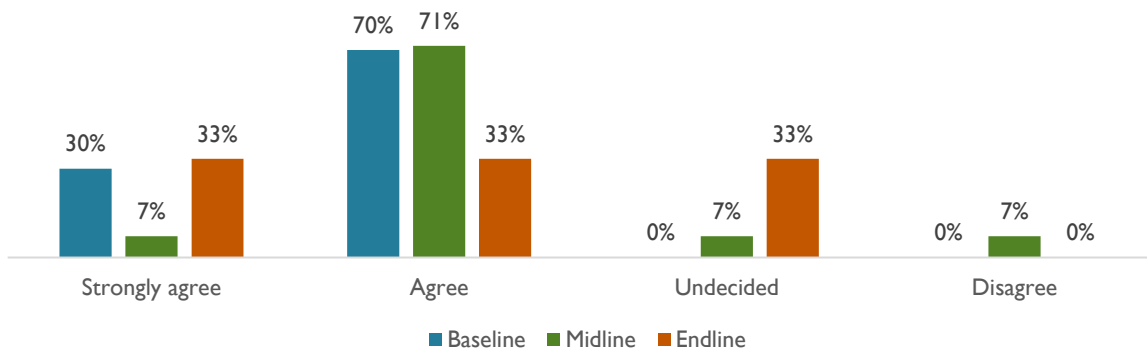
IAM staff have more of a sense of what to do when GBV appears. Staff no longer report that they have no idea at all of what to do.

### Degree to which staff would know how to re-design to be GBV responsive



IAM staff know more on how to re-design activities to be GBV responsive. Still, staff lack the confidence to design well or confidently.

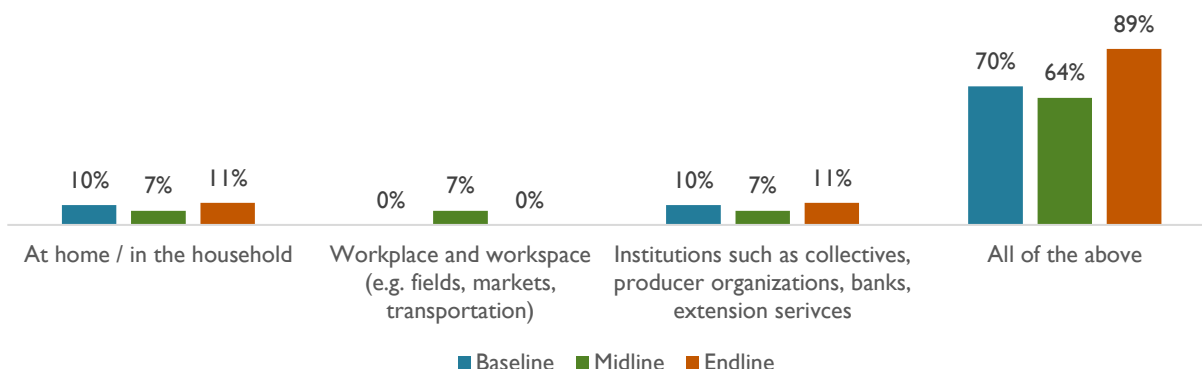
### Helpfulness of the toolkit and training to staff members' jobs



Overall, most IAM staff find the toolkit and the training provided helpful and relevant to their job responsibilities. For example, some staff mentioned that their responsibilities for behavior change benefit from

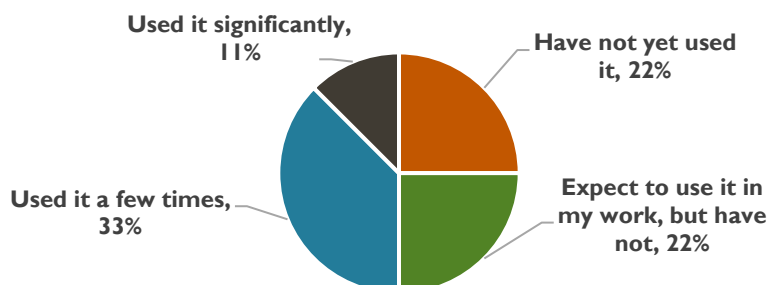
understanding how GBV appears. Other staff mentioned how it has helped them identify how to work better with IAM partners in designing and implementing interventions. Staff members also mentioned that the annexes and worksheets are particularly practical for use.

### Where addressing GBV is most relevant



The GBV in Ag Toolkit presents where GBV can occur related to agricultural and MSD programming as: within the household, workplaces and workspaces, and in supporting institutions. This question was meant to gauge whether staff felt that there was a particular space that was most relevant to address from their work. Staff members consistently responded that GBV that occurs in all of the presented spaces is equally relevant to address in their programming.

### Degree to which staff have considered GBV using the toolkit in their work

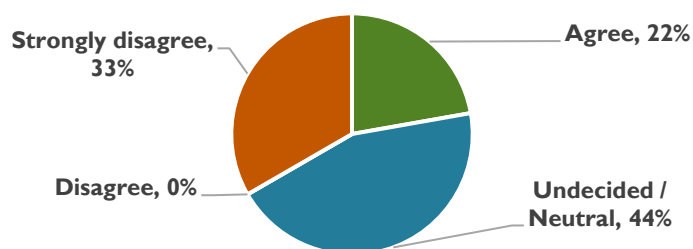


The GBV in Ag Toolkit serves as a resource that the majority consider can be useful (78 percent), but 22 percent mentioned that their intervention was still early in the design and implementation stages. Interestingly, those that reported using it significantly (11 percent) also stated that they used it in designing GBV-focused activities for IAM, especially the worksheets in the annexes.

Specifically, staff cited using “Annex 1. Illustrative GBV Program Risks, by Value Chain Node” and “Annex 2. Table: Entry Points for Integrating GBV Across the Agriculture/Market Systems Program Life Cycle.” The staff that mentioned using the toolkit stated, “the worksheets have been helpful in planning for GBV program activities as well as supporting some of the partnerships to integrate the GBV response in their programming.”

Staff members also used the toolkit to guide the GBV assessment conducted in March 2022, after the pilot had concluded. They cited that the toolkit and pilot process helped them realize, “The fact that we need to take [sexual exploitation, abuse, and harassment] more seriously.” Others stated that they believe the toolkit will “help to reduce instances of GBV during project implementation” rather than ignoring GBV-related issues.

## Degree to which staff feel able to apply a GBV lens to their daily work



Despite how comprehensive the GBV in Ag Toolkit is, most IAM staff are not sure how to integrate a GBV lens in their work or know for sure that they are not able to. To follow up on this, the midline evaluation asked IAM staff what more they would need to integrate GBV prevention, mitigation, or response more effectively in their work.

They asked for (bolded responses were underway by the close of the pilot process):

- **A GBV baseline assessment in IAM operation areas, mapping of risks, development of the mitigation plan, and development of a community referral directory**
- **Integrating assessments for GBV risk in project assessments and prioritizing activities with less risks at partner level by Partnership Intervention Managers with more support from the GEYSI Advisor**
- Clear GBV actions under each intervention that are integrated into the intervention, not an addition
- **GBV champions appointed for each intervention area**
- **GBV resources being shared with partners**
- Creating and disseminating a GBV fact sheet/ leaflets to be used by partners' business agents to enable incorporation of the topic as they train program participants in other business-related topics
- Refresher training on the toolkit (approximately one hour a month) that shares summarized PowerPoint presentations (of each chapter of the GBV in Ag Toolkit) with the team

Several staff members had "GBV Champion" added to their IAM job assignments as a key role, which merited follow-up. We asked staff how the proposed/selected GBV Champions are useful to rolling out the GBV in Ag Toolkit on IAM. The responses were:

- The champions will support each intervention area in ensuring that the GBV activities are integrated into the activity and cascading the partnerships aligned to these intervention areas.
- They should have knowledge and be empowered to roll out the toolkit.
- They can make sure that all the partners are complying with the gender toolkit.
- They provide awareness on GBV, how to prevent it, and how to support the victims.
- They will help mainstream GBV monitoring and reporting in the Activity.
- I don't know yet, as they have not been selected.